

Remedial Action Management Program

Briefing to the Joint Lessons Learned Working Group,
World Wide Joint Training and Scheduling Conference

March 29, 2010



FEMA

National Preparedness Directorate

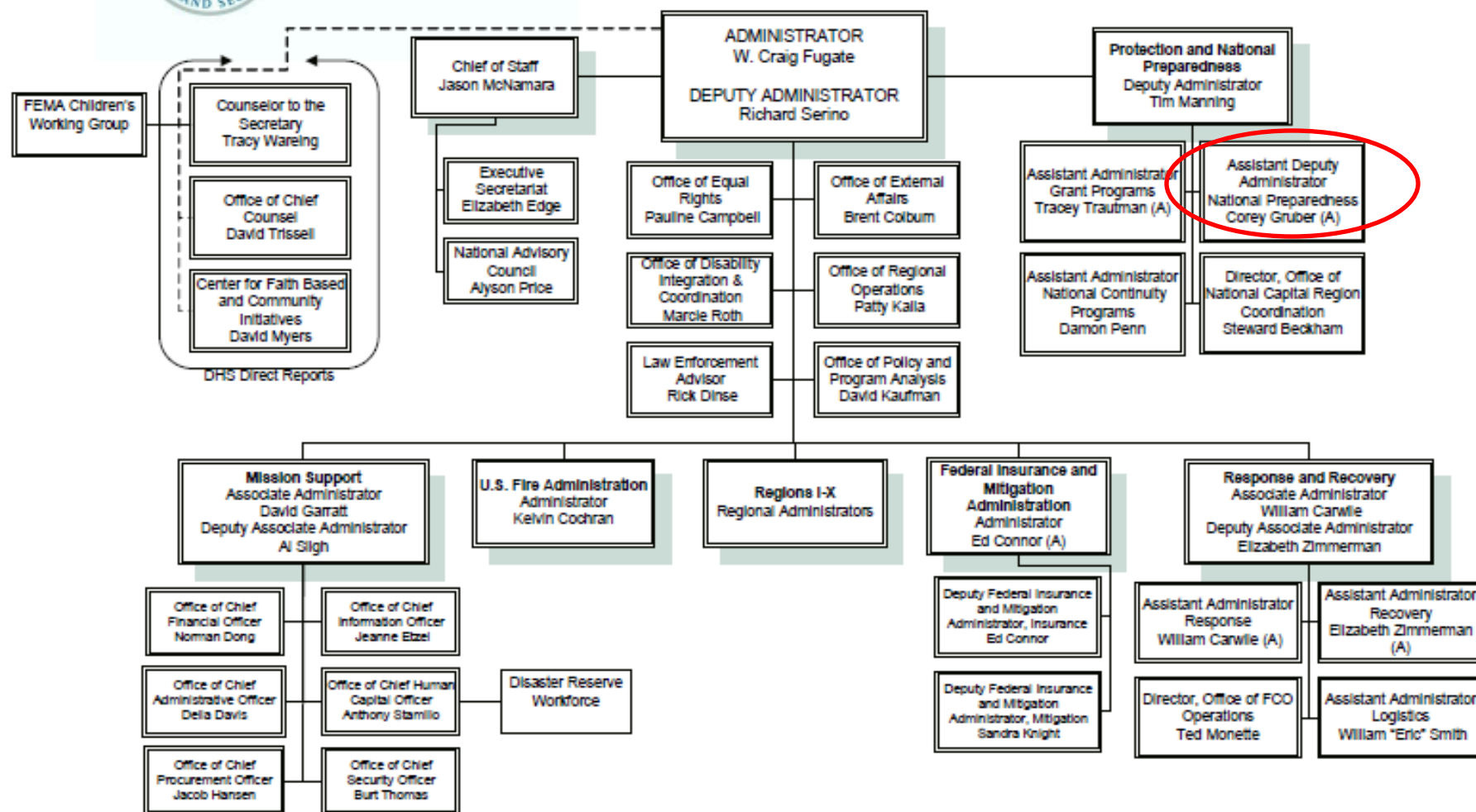
- P.L. 109-295, the Post-Katrina Emergency Management Reform Act of 2006, mandated creation of the Directorate
 - Established on April 1, 2007, combines former DHS Preparedness Directorate entities with FEMA entities
 - Provides strategy, policy, and planning guidance to build prevention, protection, response, and recovery capabilities
 - Leverages training courses, exercises, and technical assistance to ensure capabilities are standardized
 - Works closely with the FEMA Regions and emergency managers at the Federal, State, tribal and local level



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Effective 2/17/2010

(A) denotes acting incumbent

Outline

- Statutory Requirement
- Role of RAMP in Preparedness Cycle
- Historic Context
- Issues Identified by GAO and IG
- Vision for RAMP
- Progress to Date
- Next Steps



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Statutory Requirement

- The FEMA Administrator, in coordination with the National Council on Disability and the National Advisory Council, shall establish a remedial action management program (RAMP) to:
 1. Analyze training, exercises, and real-world events to identify and disseminate lessons learned and best practices;
 2. Generate and disseminate, as appropriate, after action reports to participants in exercises and real-world events; and
 3. Conduct remedial action tracking and long-term trend analysis.

source: P.L. 109-295, Section 650



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RAMP Supports the Cycle

Comprehensive Assessment System

- Assess Compliance, Capability, Resource Needs, and Performance
- Report on Federal Preparedness, Catastrophic Resources, and State Preparedness

Remedial Action

Management Program

- Corrective Action Program (CAP)
- Lessons Learned Information Sharing (LLIS)

OR EXECUTE (REAL-WORLD)

National Exercise Program

- National-Level Exercises (NLEs)
- Homeland Security Exercise and Evaluation Program (HSEEP)

EVALUATE/
IMPROVE

PLAN

PREPAREDNESS
CYCLE

EXERCISE

ORGANIZE/
EQUIP

TRAIN

National Preparedness Goal

- National Planning Scenarios
- Target Capabilities and Preparedness Priorities
- Grant Guidelines

National Response Framework

- Other related plans and strategies

National Incident Management System

- Credentialing
- Resource Typing
- Equipment Standards

Federal Response Capability Inventory

National Training Program

- Training Standards
- Training Partners



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Historic Context

In 2004:

- FEMA established Legacy RAMP
- DHS established the Corrective Action Program (CAP) and Lessons Learned Information Sharing (LLIS)



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Issues Identified by GAO and IG

- Several GAO and IG Reports identified issues with these systems:
 - **OIG 06-32: March 2006**, A Performance Review of FEMA's Disaster Management Activities in Response to Hurricane Katrina
 - **GAO 07-452t: February 2007**, Homeland Security
 - **GAO 08-369: February 2008**, National Disaster Response
 - **OIG 09-31: February 2009**, FEMA's Implementation of Best Practices in the Acquisition Process
 - **GAO 09-369: April 2009**, National Preparedness
 - **OIG 09-53: April 2009**, DHS Efforts to Address Lessons Learned in the Aftermath of Top Officials (TOPOFF) Exercises



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GAO 09 – 369: April 2009

National Preparedness

Although the Post-Katrina Act requires FEMA to track corrective actions from exercises, FEMA has not been able to do so in an effective manner because neither the HSC...nor all the states have followed up on corrective actions in a way that ensured improvements in national preparedness. (pg.10)

*A February 2006 White House report on Hurricane Katrina stated that DHS should ensure that all federal and state entities carry out remedial actions in a timely way. This problem occurred, in part, because **FEMA does not have procedures in place ... to ensure corrective actions are tracked and implemented.** (pg.10)*



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GAO 09 – 369: April 2009

National Preparedness

Program guidelines encourage the use of [CAP], but do not require that federal agencies use it. Without complete information on the status of corrective actions, FEMA cannot effectively assess the progress and performance of the National Exercise Program [NEP] in making improvements in national preparedness. (pg.10)



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OIG 09 – 53: April 2009

TOPOFF

*Previous exercises and real-world incidents did not result in development of corrective action plans or assignment of responsibility for corrective actions to resolve cross-cutting issues, because no D/A had authority to direct the actions of another. Agencies developed internal corrective action plans, but **without a coordinated interagency process, issues involving multiple federal entities remained unresolved.** (pg.7)*

Information should be communicated to management and others who need it within a timeframe that enables them to carry out their responsibilities. [FEMA] managers said ... progress will be made as exercise evaluation and improvement planning becomes more standardized under NEP and CAP. (pg. 17)



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Summary of Issues

- Management support
- Dedicated resources for program and corrective actions
- Interim measures and sustained commitment for long-term corrective actions
- Engagement with key stakeholders
- Consistent application of formal process
- Complete and reliable database
- Procedures (and authority) to resolve cross-cutting issues
- Required participation (with incentives)
- Timely reporting



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Vision for RAMP

- “System of systems”
- Standard processes and information technology (IT) tools for:
 - Lessons Learned and Best Practices
 - Building on LLIS.gov
 - After-Action Reports
 - Building on HSEEP
 - Collection for Real-World Events – in development
 - Action tracking and trend analysis
 - Building on CAP



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CAP-RAMP Integration

- Purpose:
 - Establish single process and system for FEMA for action tracking to support exercises and real-world events.
- Benefits:
 - CAP more user-friendly for operations personnel.
 - Model for stakeholder engagement as system evolves.
- Milestones:
 - Working groups for Process and IT meet as needed
 - Functional Requirements document final November 2009
 - IT team developing new CAP features
 - Publish “CAP 2.0” manual and user’s guide ~ June 2010
 - Launch “CAP 2.0” and sunset legacy RAMP ~ June 2010



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Steering Committee Charter

- FEMA submitted draft charter to Domestic Readiness Group (DRG), which provided interagency review and approval on 09/23/2009
- Charter requires development of RAMP Implementation Plan (in progress)

Charter:
Remedial Action Management Program (RAMP) Executive Steering Committee

I. Purpose:

To establish an executive steering committee to coordinate the development and implementation of the Remedial Action Management Program (RAMP). RAMP provides a comprehensive process and system for the collection, analysis, dissemination and archiving of lessons learned, after-action reports, and remedial action plans that results in more effective and efficient operations for domestic emergencies. This system includes gathering information and insights through direct observation, surveys, interviews, analysis of after action reports and other relevant materials, and other collection methods as appropriate to training, exercises, and real-world events.

Collecting, identifying, analyzing, disseminating, and integrating lessons learned allows the participants and organizations to sustain, enhance, and increase their collective ability to conduct current and future operations for domestic emergencies. The intent is to build synergy across all levels of government and all elements of capability¹ through the use of a single process and system to analyze and act upon information gathered from training, exercises, and real-world events.

RAMP includes "Controlled Unclassified Information." RAMP does not require or provide any observations or recommendations on matters of investigation, intelligence or law enforcement activities. Federal departments and agencies are not expected or required to provide information or observations that the given agency deems Law Enforcement Sensitive (LES), classified, or intelligence-related, discoverable in a civil or criminal prosecution, or disclosing sensitive tactics, techniques, procedures, sources or methods. RAMP also includes measures to identify and exclude classified information. Federal departments and agencies that conduct classified or intelligence-related activities are responsible for development of classified or intelligence-related lessons learned and remedial actions, and the appropriate disposition/dissemination of such lessons learned and remedial actions.

II. Background:

Public Law 109-295, the Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA) requires the President, acting through FEMA, to develop a national preparedness system to enable the Nation to meet the national preparedness goal (6 U.S.C. § 742). One important component of that system is a Remedial Action Management Program (RAMP).

Section 650 of the PKEMRA directs FEMA to establish RAMP in coordination with the National Council on Disability and the National Advisory Council (6 U.S.C. § 750). This section specifically states that the RAMP will:

- *Analyze training, exercises, and real-world events to identify and disseminate lessons learned and best practices;*

¹ As defined in the National Preparedness Guidelines, "elements of capability" include planning; organization and leadership; personnel; equipment and systems; training; and exercises, evaluations, and corrective actions.

Lessons Learned Charter FINAL_DRG Approval 092309

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Charter Highlights

RAMP strategic objectives are to:

- Improve national-level operations for domestic emergencies. As defined in the NRF, *“national” refers to activities of a nationwide character*, including the Federal, State, tribal, and local aspects of governance and policy.
- Identify cross-cutting themes that require interdepartmental, interagency and intergovernmental cooperation and resource allocation.
- Identify national-level issues requiring corrective action and facilitate changes to elements of capability.



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Charter Highlights – cont'd

- FEMA will submit a RAMP Implementation Plan to the HSC/NSS Structure for review and concurrence.
- All Federal D/As will use RAMP to coordinate interagency remedial actions for domestic emergencies.
 - RAMP will not replace JLLP. DOD input based on DSCA operations IAW the National Response Framework and Stafford Act.
- FEMA will coordinate an Annual RAMP plan, which will:
 - Identify priorities for collection and events for resource allocation.
 - Include all National-Level Exercises and selected National Special Security Events and high-profile/impact disasters.
- RAMP will link existing systems where possible and promote common processes and standards to maximize unity of effort.



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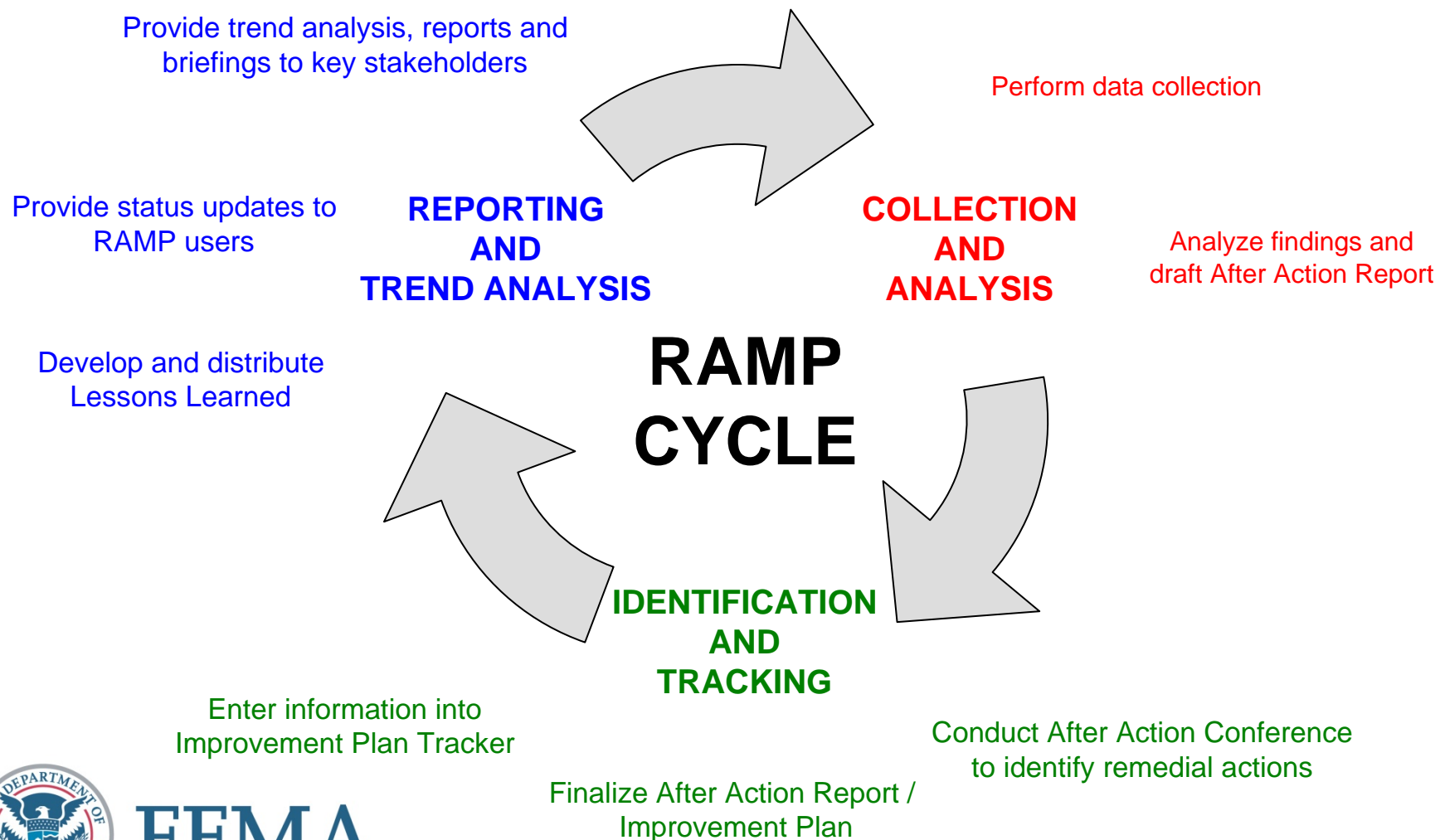
Next Steps

- Draft RAMP Implementation Plan – in progress
- Submit to HSC/NSS structure for review and concurrence
- Receive final approval from FEMA Administrator
- Convene working groups to fully develop RAMP, based on Implementation Plan
 - FEMA, DHS, Federal, and non-Federal
 - We want your input



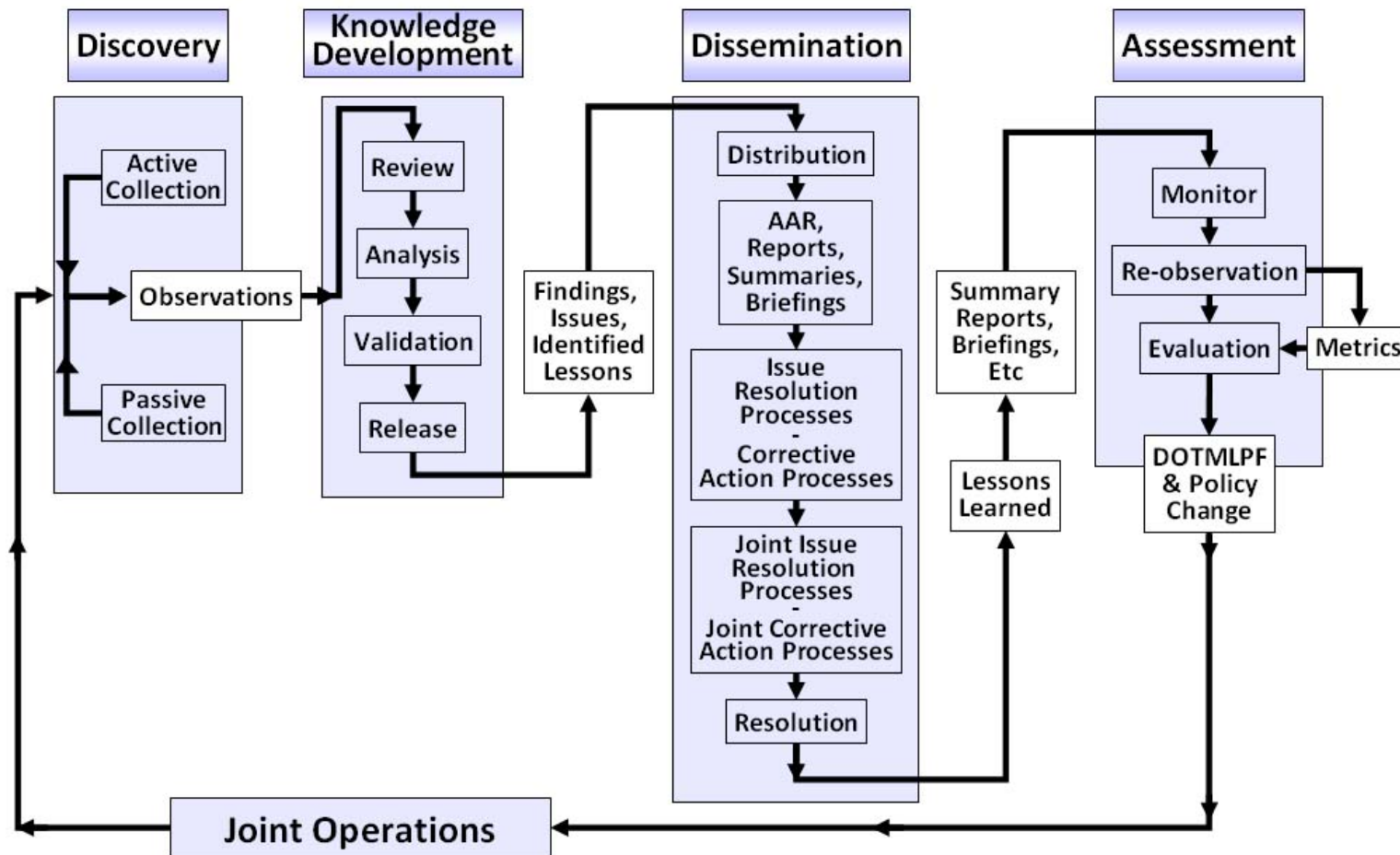
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Draft RAMP Process...



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...Compared to Draft JLLP Process



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Source: CJCSM 3150.25 19 Feb 2010

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